



SUBJECT: Diversity and inclusivity update

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: Human Resources Department

Report Number: HR-03-20

Wards Affected: All

File Numbers: 300

Date to Committee: July 9, 2020

Date to Council: July 13, 2020

Recommendation:

Receive and file human resources department report HR-03-20 regarding a diversity and inclusivity update.

PURPOSE:

Vision to Focus Alignment:

- Deliver customer centric services with a focus on efficiency and technology

Background and Discussion:

With world events focussed on equity, diversity and inclusion, the purpose of this report is to provide information as to the work the City is completing on behalf of its employees in these areas. The Diversity and Inclusion portfolio was originally managed out of the Deputy City Manager's Office. As this position no longer exists, program responsibility was placed within Human Resources in 2019. While the City has provided and has undertaken many initiatives to support diversity and inclusivity, it was identified that an overarching strategy, one that would guide us to targeted strategic action had not been developed.

As such and as part of the 4-year council strategic plan *Vision to Focus*, the development of Diversity and Inclusivity strategy has been identified as a key deliverable under Focus Area 5. To support this initiative council approved, as part of

the 2020 budget process, a business case to hire a consultant to assist us achieve this key deliverable.

To date staff, have sourced and contracted with the Canadian Centre for Diversity and Inclusion (CCDI) who is an industry leader in supporting equitable workplaces for all. Their mission is *‘to help organizations be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle.’*

Strategy Development

CCDI will be providing the following services to support the development of an overall strategy:

a. Diversity Census and Inclusion Survey

- To help gain a clear understanding of the current state of diversity and inclusion in the organization based on feedback from our workforce
- We will collect information on the corporation’s workforce demographics by asking employees to self-identify their dimensions of diversity along 12 different dimensions that go beyond the four designated groups traditionally recognized as per the Employment Equity Act.
- Policies will be reviewed using the following criteria: adverse impact, human rights compliance, job relatedness (bona fide occupational requirements) business necessity, validity and consistency
- 12 Dimension of Diversity Organizational census will help us to get a better picture of the staff mosaic in our organization. These dimensions are:

Age	Sex	Indigenous status and ancestry
Dependent Status and Type	Gender Identity and Openness	Languages
Place of Origin and year of arrival	Race and ethnicity	Relationship status
Religion, faith and spirituality	Disability Status and Accommodation	Sexual orientation and openness

b. Leadership Growth Opportunities

- Leaders will receive education and training to support them in becoming inclusive leaders and to understand the business case for diversity and inclusion and promote and support the process and plan

- Executive Bootcamp will be provided to level set understanding about the importance of diversity and inclusion
 - Interviews with Leadership team members to gain understanding of how leadership perceives the importance of D&I
- c. Policy and Documents Review**
- A review of the City's policies, practices and other documents related to talent management and diversity and inclusion will ensure that our employment systems do not pose any barrier for any group or individual and are aligned with Human Rights legislation and current best practices in these areas
- d. Current State Analysis based on data collection**
- Current state analysis and identification will be presented to senior leadership.
- e. Facilitated Working Sessions**
- Based on the analysis, recommendations will be developed which will guide a strategy. We will be provided with 4 hours of workshops and 8 hours of consulting to build a strategy that is informed by the findings.
- f. Access to webinars and online training for staff**
- g. As a CCDI partner City staff have access to online resources and webinars to help educate themselves on the various issues surrounding D&I**

It is anticipated that a Diversity and Inclusivity Strategy will be developed and ready for implementation by Q4 of 2021.

Work Undertaken and On-Going

As stated previously the City has undertaken programs and initiatives which support a diverse and inclusive workplace. The following will provide examples of the work that has been completed or that is on-going.

- a. The City of Burlington is committed to be an equal opportunity employer. Our staff are at the forefront of our values which are:
- We take care of each other
 - We are all important
 - We take pride in serving our community
 - We have the opportunity to continuously learn and grow
 - Together we do great things
- b. To help foster a respectful and inclusive environment:
- All staff are required to participate in the following training events:
 - i. Respect in the Workplace
 - ii. Accessibility for Ontarians with Disabilities Act
 - All harassment complaints are taken very seriously. We investigate them in a timely manner, as required implement resolution measures, inform all parties of the outcome and upon the conclusion of the investigation monitor the situation as required.

- c. The City is committed to equitable recruitment and development practices, the following are currently taking place:
 - All hiring managers are required to participate in “Interview Skills for Managers – More than a Gut Feeling” training to help eliminate biased based interviews and hiring practices
 - We conduct panel style interviews with the same interview guides and rating scale for all candidates to help prevent unconscious bias.
- d. All talent development practices are employee driven, meaning that all employees have access to participate (with manager approval)
- e. Through the implementation of a new ERP system we are looking for features to enhance our processes. For example, we are looking for recruitment processes that will include anonymous application screening, as well as increased data analysis functionality.
- f. The Mohawk Future Ready Leadership program provides staff a leadership development opportunity through project work. Projects are selected by the senior leadership team to help address opportunities within the organization. To date, two of the projects have been specifically related to diversity and inclusion:
 - **2017 Project: Inclusivity Framework**
 - Goal: To develop a City of Burlington Inclusivity Framework that is internal facing.
 - Outcome: Due the importance and vast organizational scope of diversity and inclusion, it was decided that the newly created Deputy City Manager position would lead the City’s Inclusivity and Diversity portfolio.
 - **2018 Project: Welcome to Burlington**
 - Goal: To create a better sense of belonging for Newcomers.
 - Outcome: In 2019 a proposal was submitted for the City to develop a Diversity and Inclusion strategy which was approved in the 2020 Budget.
- g. An Indigenous Relations Committee has commenced which provides resources, tools and events for staff to support the sharing of information about First Nations communities. This committee is comprised of staff from across the organization including those who are from First Nations communities
- h. The City Manager has implemented meetings across the organization with all employees to ensure his message and expectations about a respectful workplace is understood and supported by staff. These meetings focus on four specific themes:
 - Respect;
 - Communication;
 - How their role fits with the Strategic Plan; and

- Proper resourcing

These meetings also assist in identifying additional initiatives and actions to take to further support the workforce.

Financial Matters:

A business case for \$75,000 was approved as part of the 2020 operating budget to secure the services of a consultant to assist in the strategy development.

Total Financial Impact

Not applicable.

Source of Funding

Operating budget.

Other Resource Impacts

While funding for a consultant has been provided, there will be considerable staff time required not only through Human Resources but also across the organization to support and participate in the process.

Climate Implications

Not applicable

Engagement Matters:

Engagement will occur as part of the strategy development process.

Conclusion:

A Diversity and Inclusivity Strategy has been identified as a key deliverable in Council's Vision to Focus plan. As such the Human Resources Department will undertake this process for the remaining of 2020 with a completion in 2021. Implementation of the strategy will commence once the strategy is approved.

Respectfully submitted,

Sue Evfremidis

Manager of Human Resources

Appendices: (if none delete section)

A.

B.

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.